

EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

DD/S Registry
File *DMZ*

BULLETIN NO. 72-12 - ERRATA SHEET

May 26, 1972

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Executive development program resource plan *DD/S*

72-2178

Please make the following pen and ink change in the subject Bulletin:

Paragraph 3, line 3 -- change the date
"June 15, 1972" to read "July 15, 1972."

STAT

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72-3014/A1

15 JUN 1972

Executive Office of the President
Office of Management and Budget
Washington, D. C. 20503

Attention: Executive Development and Labor Relations Division

Gentlemen:

This letter refers to the executive development resource plan of the Central Intelligence Agency as requested in OMB Bulletin No. 72-12. The Bulletin asks that we relate our financial resource plan to the "organizational units" described in our letter of 23 April 1972 to the Civil Service Commission in response to FPM 412-1.

In our letter to the Commission we advised that the Agency had designated the functional career services already established for purposes of personnel career management to constitute the action bodies responsible for administering executive development. These career services have operated for some time as a primary mechanism within the Agency to establish and implement executive development plans for the careerists assigned to these services.

We also outlined in our letter to the Commission some of the details of the Agency's Personnel Movement and Management Program (PMMP) and its significance to our executive development program. The PMMP is a basic element of the program administered within our career service system. Its main objective is to project the upward movement of personnel within individual career services and to establish the amount and kinds of executive skills needed to meet future requirements.

The Executive Director-Comptroller has principal responsibility for executive development in the Agency. Our Executive Manpower Resources Board is an existing committee, chaired by the Executive Director-Comptroller with the Deputy Directors of the Agency as members. Executive development and other personnel management items are periodically placed on the agenda for discussion by this group. At such times the Director of Personnel, who serves as Executive Manpower Officer, is present. These individuals oversee the efforts of the Agency's career services in reaching organization objectives in executive development.

The Agency's existing structure for personnel management is, to a maximum extent, being adapted to achieve the purposes of the executive development program. We find it difficult, therefore, to provide a comprehensive statement on financial resources used exclusively for this program.

The Agency's Office of Training is currently reviewing its internal management courses to insure a strong core program for executive development. New emphasis is being given to the design of a program geared to managerial techniques such as planning, problem-solving, systems analysis, and computer applications. During the past year we did implement a new course to improve the executive skills of senior officers. Funds were allocated for books, travel, and visiting instructors' fees. These funds represent new financial resources applied toward our executive development program within the Agency's FY 1973 budget. We anticipate applying additional financial resources to training for executive development in FY 1974 but at this time we believe such costs can be absorbed.

Sincerely,

/s/ W. E. Colby

W. E. Colby
Executive Director-Comptroller

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Originator: /s/ Harry B. Fisher
Director of Personnel

Concur: /s/ Robert S. Wattles
for John W. Coffey
Deputy Director
for Support

OD/Pers/HBFisher:dpm (15 Jun 72)

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EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

Executive Registry

72-3014

BULLETIN NO. 72-12

May 24, 1972

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Executive development program resource plan

1. Purpose. This Bulletin provides instructions for the submission of agency resource plans for their executive development programs.

2. Background. My memorandum of September 14, 1971 for the Heads of Departments and Agencies, referred agency heads to a set of Civil Service Commission guidelines on executive development (FPM Letter 412-1) and noted that the Office of Management and Budget would be reviewing agency progress in relation to those guidelines. The guidelines provide the management practices standards for agency executive development programs. The reporting requirements of this Bulletin cover only information that would otherwise be needed by each agency for effective management of its program.

3. Reporting requirements. Each agency will submit to the Office of Management and Budget (Attention: Executive Development and Labor Relations Division) by June 15, 1972 a resource plan for implementing its executive development program. The submission will cover total financial resources planned for the executive development program for fiscal years 1973 and 1974, including the administrative expenses essential for carrying out the program. The agency plan will be submitted for the same organizational units for which an executive development submission was made on April 30, 1972, to the Civil Service Commission under FPM Letter 412-1. 15 JULY 1972

No established format is required for submission of the plan. Financial data will be reported in terms of obligations unless the agency believes another financial measure (e.g., costs, outlays, etc.) would be more appropriate. The fiscal year 1973 plan should reflect amounts previously budgeted for that year for high-potential, mid-level employee identification and development or executive development, and other amounts which can be internally reallocated to these areas within the agency's fiscal year 1973 budget in view of their high Presidential priority. The fiscal year 1974 plan should reflect the resources planned for executive development consistent with what is anticipated for the agency's fiscal year 1974 budget submission. In those cases where amounts reported are less than the amount necessary for complete implementation of the executive development program, this should be so indicated.

The plans should be developed through the interaction of persons designated by the agency to be responsible for executive development, budget officials, and responsible line management officers. The plan should carry the signature of the person designated and reported to the Civil Service Commission as the principal assistant having primary responsibility for executive development.

These resource plans will be reviewed by the Office of Management and Budget staff in relation to the agency's executive development program. Agency personnel may be consulted concerning the adequacy of their resource commitment or other specific issues raised by the report.

Additionally, those agencies which were not required to report their program progress to the Civil Service Commission by April 30, 1972, will include with their plan:

- a. A copy of the agency's policy statement on executive development.
- b. A description of the agency's present and planned executive development program.

4. Inquiries. Inquiries and requests for assistance should be addressed to the Office of Management and Budget, Executive Development and Labor Relations Division, telephone: 395-6916 (Code 103, Ext. 6916).

GEORGE P. SHULTZ
Director

28 APR 1972

Edward A. Schroer, Director
Division of Executive Manpower Planning
and Development
Bureau of Executive Manpower
U. S. Civil Service Commission
1900 F Street, N. W.
Washington, D. C. 20415

Dear Mr. Schroer:

In accordance with FPM Letter No. 412-1 this letter is a report on the work CIA has done to date in implementing the Guidelines for Executive Development in the Federal Service.

STAT from my office, told me of your statement that the Guidelines were not designed to be prescriptive. Although the Agency appreciates the flexibility built into the Guidelines, it will try to meet the principal objectives of FPM Letter No. 412-1 as much as possible. Toward this end, it will utilize existing career service processes and mechanisms whenever these on-going arrangements are adaptable to the purposes of the Guidelines.

You asked for an acknowledgement, by 30 April 1972, of the names of key officials designated to establish and operate the Agency's executive development program. They are:

Principal assistant responsible for ED -- the Executive Director-
Comptroller of the Agency
Members of the EDRB -- members of the Agency's Executive Committee
(include the Executive Director-Comptroller and the Deputy
Directors of the Agency)
MPO -- the Director of Personnel

The Executive Committee is scheduled to discuss the principal elements and systems of the Agency's executive development program next month. Following their deliberations a definitive policy statement is contemplated. Accordingly, your request for such a statement in April must be deferred until later. Certain written statements have been given a preliminary review and endorsement by the Executive Director-Comptroller, and excerpts of these statements are enclosed.

Special systems for identifying mid-managers with high potential and preparing developmental plans for them are described in the enclosure.

As a general observation, the Agency has several functional career services, formally constituted to competitively review all employees under their jurisdictions with respect to promotions, assignments and developmental opportunities. Career service boards, comprised of Agency executives, make these competitive evaluations alluded to, and supportive personnel -- career management officers or other staff officers -- are designated to assist the boards and to meet daily with careerists to discuss their personal needs and interests.

The career services are links between the Agency's top executives and supervisors. This linkage will be an important factor in insuring the uniform implementation of policies decided upon by the Executive Committee, acting as the MRPB. More specifically, the career services will be the action bodies primarily responsible for administering the systems of executive development described in the enclosure.

The Agency will rely upon the career services to periodically evaluate the potential of careerists within their jurisdictions for executive positions and to specify individualized developmental training and assignments for those concerned. Consideration is being given to the idea of consolidating individual training and assignment requirements into overall career service listings or inventories that can be used as opportunities arise or can be devised. The Agency's earlier experience with complicated individual career plans was largely unsuccessful, and we are confident we can better achieve the purposes of both the Agency and the Federal Guidelines by individualized planning as described, rather than by individual plans.

Although the Agency is subject to considerable personnel movement, especially in the overseas areas, I would not admit to any noteworthy proficiency or success in achieving the kind of mobility sought in the Guidelines, namely, personal development and growth. WFF letter No. 412-1 has stimulated a fresh look at this problem, and top executives of the Agency have declared their interest in improving the Agency's mobility record. I hope that we will have established a better approach to this problem by the time the next report is due in your office.

Highlights of the Agency's current thinking pertaining to training resource utilization are contained in the enclosure.

I hope that my comments have been responsive to the specific elements mentioned in the Guidelines timetable for 30 April 1972. I would like

to inform you of the pronounced interest the Executive Director-Supervisor has displayed in the establishment of an effective executive development program and of his expressed determination to work with other top Agency executives in order to make it a reality.

Sincerely,

/s/Harry B. Fisher

Harry B. Fisher
Director of Personnel

Enclosure

EXCERPTS OF A POSITION PAPER ON ED
LIKELY TO BE INCORPORATED IN AGENCY POLICY STATEMENT

Elements of a Developmental Program

It may be conceded that cream rises to the top and so do people of recognized superior ability. There is no assurance, however, that random exposures to training courses and assignments will produce the best qualified and seasoned candidates for the more senior positions. Moreover, conclusions about the potential of specific individuals must be constantly re-examined as they move up in the hierarchy.

The Agency should guard against development for development sake, arousing personal expectancies that cannot be met. It should simultaneously move on two fronts: develop the more gifted for higher positions of managerial responsibility and develop people in the skills they will need in their current positions or in jobs of higher responsibility below the executive level.

Specific developmental actions in individual cases should fit organizational needs, as seen by career service officials.

Executive and Pre-Executive Development

Executive development is a dual process: planning the improvement of individuals who have already become executives (supergrades in the Federal Government) and developing designated mid-officers and senior officers who have the potential to be executives.

Executives can materially benefit from formal internal and external training experiences, but their utilization and development chiefly depend upon periodic reviews of their effectiveness. Uninterrupted tenure of executives for years in one job or place can be counterproductive, despite the expertise gained on the job. The practice frequently observed in the business world of annually examining the status, current usage and prospective usefulness of each individual could be applied productively within the Agency.

Central to an effective program of executive development is the identification and personal development of well-qualified mid-career and senior officers in the Grades GS-13 to GS-15. At these grade levels, many promising employees have spent most of their careers acquiring substantive expertise. More often than not, they have experienced over the years a number of assignments and training courses; but their past pre-occupation with substance causes the mid-career stage to be a critical time for them to obtain a fairly comprehensive view of managerial skills and principles. Since instruction and experiential learning in the informational, managerial and behavioral sciences are among OTR's capabilities, formal training is a valuable resource at this time in their development.

Tentative Systems for Identifying High Potential Mid-Managers,
Preparation of Individual Planning and Training Resources Needed

To accomplish the essentials of an improved developmental program as outlined in this paper and to achieve the principal features of the Federal Guidelines for Executive Development, the Agency needs to establish basic processes for insuring common approaches, albeit different applications, in the individual planning of training and assignments.

The Agency's Personnel Movement and Management Program (PMMP) provides a basic structure for determining the amount and kinds of development needed. It concentrates upon the projection of the amount of upward movement in the future within individual career services, and it calls for an examination of individual careerists to fill positions of a higher responsibility. Prior approval by the Executive Committee of the PMMP system plus the extensive briefings that were held throughout the Agency afford us an on-going arrangement to implement the executive development program.

All of the career services, after concluding their next PMMP reviews, should establish specific training, assignments and other planned developmental activities for each careerist with potential for executive positions. It is recognized each career service should have the flexibility to follow whatever specific procedures are most adaptable to its situation. One criterion that should be uniformly observed by the career services, however, is the identification of assignments and training actions that would help fill observable gaps in the experience of individual employees or overcome known weaknesses in the performance of otherwise well-qualified employees with high potential. Career services should be invited to establish general norms or guidelines covering the preferred kinds of training and assignments most beneficial in furthering the executive development of careerists.

The formation of a core training program is responsive to the Federal Guideline on training and resource utilization as it applies to executive development. In addition, the establishment of a comprehensive and intensive management workshop or applications course, to be taken by mid-careerists designated for further development as potential executives, would be an important step in meeting one of the principal Guideline suggestions, namely, the improved managerial training of mid-level employees with high potential.

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Executive Office of the President
Office of Management and Budget
Washington, D. C. 20503

Attention: Executive Development and Labor Relations Division

Gentlemen:

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In our letter to the Commission we advised that the Agency had designated the functional career services already established for purposes of personnel career management to constitute the action bodies responsible for administering executive development. These career services have operated for some time as a primary mechanism within the Agency to establish and implement executive development plans for the careerists assigned to these services.

We also outlined in our letter to the Commission some of the details of the Agency's Personnel Movement and Management Program (PMMP) and its significance to our executive development program. The PMMP is a basic element of the program administered within our career service system. Its main objective is to project the upward movement of personnel within individual career services and to establish the amount and kinds of executive skills needed to meet future requirements.

The Agency has designated an Executive Manpower Management Officer, responsible for executive development, and an Executive Manpower Resources Board. These individuals oversee the efforts of the Agency's career services in reaching organization objectives in executive development.

We feel that the Agency's existing structure for personnel management is, to a maximum extent, being adapted to achieve the purposes of the executive development program. We find it difficult, therefore, to provide a comprehensive statement on financial resources used exclusively for this program.

The Agency's Office of Training is currently reviewing its internal management courses to insure a strong core program for executive development. New emphasis is being given to the design of a program geared to managerial techniques such as planning, problem-solving, systems analysis, and computer applications. During the past year we did implement a new course to improve the executive skills of senior officers. Funds were allocated for books, travel, and visiting instructors' fees. These funds represent new financial resources applied toward our executive development program within the Agency's FY 1973 budget. We anticipate applying additional financial resources to training for executive development in FY 1974 but at this time we believe such costs can be absorbed.

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W. E. Colby
Executive Director-Comptroller

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OD/Pers/HIBFisher:dpm (14 Jun 72)

Originator: /s/ Harry B. Fisher
Director of Personnel

14 JUN 1972

CONCUR: /s/ Robert S. Wattles

/s/ John W. Coffey
Deputy Director
for Support

14 JUN 1972

Date

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OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

BULLETIN NO. 72-12

May 24, 1972

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Harry B. Fisher
Director of Personnel

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OFFICE OF MANAGEMENT AND BUDGET
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BULLETIN NO. 72-12

May 24, 1972

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SUBJECT: Executive development program resource plan

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GEORGE P. SHULTZ
Director

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OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

DD/S 72-2178

Executive Regist.

72-3014

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May 24, 1972

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2. Background. My memorandum of September 14, 1971 for the Heads of Departments and Agencies, referred agency heads to a set of Civil Service Commission guidelines on executive development (FPM Letter 412-1) and noted that the Office of Management and Budget would be reviewing agency progress in relation to those guidelines. The guidelines provide the management practices standards for agency executive development programs. The reporting requirements of this Bulletin cover only information that would otherwise be needed by each agency for effective management of its program.

3. Reporting requirements. Each agency will submit to the Office of Management and Budget (Attention: Executive Development and Labor Relations Division) by June 15, 1972, a resource plan for implementing its executive development program. The submission will cover total financial resources planned for the executive development program for fiscal years 1973 and 1974, including the administrative expenses essential for carrying out the program. The agency plan will be submitted for the same organizational units for which an executive development submission was made on April 30, 1972, to the Civil Service Commission under FPM Letter 412-1.

No established format is required for submission of the plan. Financial data will be reported in terms of obligations unless the agency believes another financial measure (e.g., costs, outlays, etc.) would be more appropriate. The fiscal year 1973 plan should reflect amounts previously budgeted for that year for high-potential, mid-level employee identification and development or executive development, and other amounts which can be internally reallocated to these areas within the agency's fiscal year 1973 budget in view of their high Presidential priority. The fiscal year 1974 plan should reflect the resources planned for executive development consistent with what is anticipated for the agency's fiscal year 1974 budget submission. In those cases where amounts reported are less than the amount necessary for complete implementation of the executive development program, this should be so indicated.

The plans should be developed through the interaction of persons designated by the agency to be responsible for executive development, budget officials, and responsible line management officers. The plan should carry the signature of the person designated and reported to the Civil Service Commission as the principal assistant having primary responsibility for executive development.

These resource plans will be reviewed by the Office of Management and Budget staff in relation to the agency's executive development program. Agency personnel may be consulted concerning the adequacy of their resource commitment or other specific issues raised by the report.

Additionally, those agencies which were not required to report their program progress to the Civil Service Commission by April 30, 1972, will include with their plan:

- a. A copy of the agency's policy statement on executive development.
- b. A description of the agency's present and planned executive development program.

4. Inquiries. Inquiries and requests for assistance should be addressed to the Office of Management and Budget, Executive Development and Labor Relations Division, telephone: 395-6916 (Code 103, Ext. 6916).

GEORGE P. SHULTZ
Director